

Welcome



The Kansas City FEB Presents
Interpersonal Communication
(A Pragmatic Approach To Engagement)

Understanding the Whole Message

"I know you believe that you understand what you think I said, but I am not sure you realize that what you heard is not what I meant."



Active Listening Is

Concentrating
on what the
other person is
saying and
letting that
person know
you have heard
them.



How Well Do You Listen?

Can you give me some examples of what good listening is?



Elements of Active Listening

- ✓ Listen carefully to what is said and not said
- ✓ Use attending gestures, eye contact, body posturing etc.
- ✓ Convey a non-judgmental attitude
- ✓ Paraphrase to allow for correction
- ✓ Allows you to check your perceptions (emotions) about the sender's message
- ✓ Consider Rhythm and Timing

Higher Levels of Listening are called Active Listening

In active listening, the listener is involved with the sender's need to communicate. To be effective, the listener must take an "active" responsibility to understand the content and feeling of what is being said.



Impacts of Active Listening

- ✓ Establishes an open communication climate
- ✓ Communicates acceptance and increased interpersonal trust
- ✓ Facilitates (group) problem solving

Benefits of Active Listening:

The listener can learn to see what a person means and how the person feels about situations and problems

Understanding the
meaning of the
message
(The real meaning)



Levels of Listening

0. I Don't Hear You
1. You Are "Rong"
2. Let Me Tell You How It Is
3. Tell Me More
4. This Is What I Hear You Saying (Paraphrase)
5. Paraphrase with Affect

Paraphrasing Is Used To

- ✓ Check your understanding of what is being said and not said
- ✓ Ensure your points are understood
- ✓ Help eliminate the “I am not understood” syndrome
- ✓ Let the speaker think about what he/she is saying
- ✓ Encourages the speaker to say more

Paraphrasing

- ✓ Paraphrasing Does Not Imply Agreement
- ✓ Paraphrasing Implies Understanding



Paraphrasing With Affect

Paraphrasing With Affect / Responding To Feelings

- ✓ Encourages a more open level of communication
- ✓ Demonstrates your understanding of how the other person feels
- ✓ Allows for venting of emotions so they have less influence on the discussion

Pitfalls in Active Listening



- ✓ Empathy
- ✓ Timing
- ✓ Awareness

Defensiveness

- ✓ “Defensive behavior engenders defensive listening and this in turn produces clues which raise the defensive level of the original communicator.”
- ✓ “Defensive arousal prevents the listener from concentrating upon the message. Not only do defensive communicators send-off multiple value, motive and affect cues, but also defensive recipients distort what they receive. “
- ✓ “Distortion becomes greater when defensive states exist in groups. “
- ✓ “Speech that is used to control the listener evokes resistance. “

Reality Check

I am having a discussion with someone, and I get the sense that they think I don't know what I am talking about. I get the impression that they are talking down to me or not valuing my opinion.

NOW WHAT ?

Feedback

Information About Past
Behavior, Delivered In
The Present, That May
Influence Future
Behavior



Types of Feedback

Supportive Feedback - reinforces what is going well for you in regard to work performance or in your relationships with people.

Corrective Feedback – addresses what is not going well for you and assists in gaining an understanding, resolution on, or change regarding work performance or your relationships with others.

Feedback labeled as “*Constructive*” or “*Unconstructive*”; “*Positive*” or “*Negative*”; or “*Good*” or “*Bad*” rests solely in the eyes of the beholder.

Benefits of Providing Feedback

Giving feedback to people at all levels in your organization has benefits:

- ✓ Relieves the tension
- ✓ Helps others understand expectations
- ✓ Improves performance
- ✓ Raises awareness
- ✓ Improves relationships and teamwork
- ✓ Establishes an open, trusting, and collaborative climate

Providing Feedback

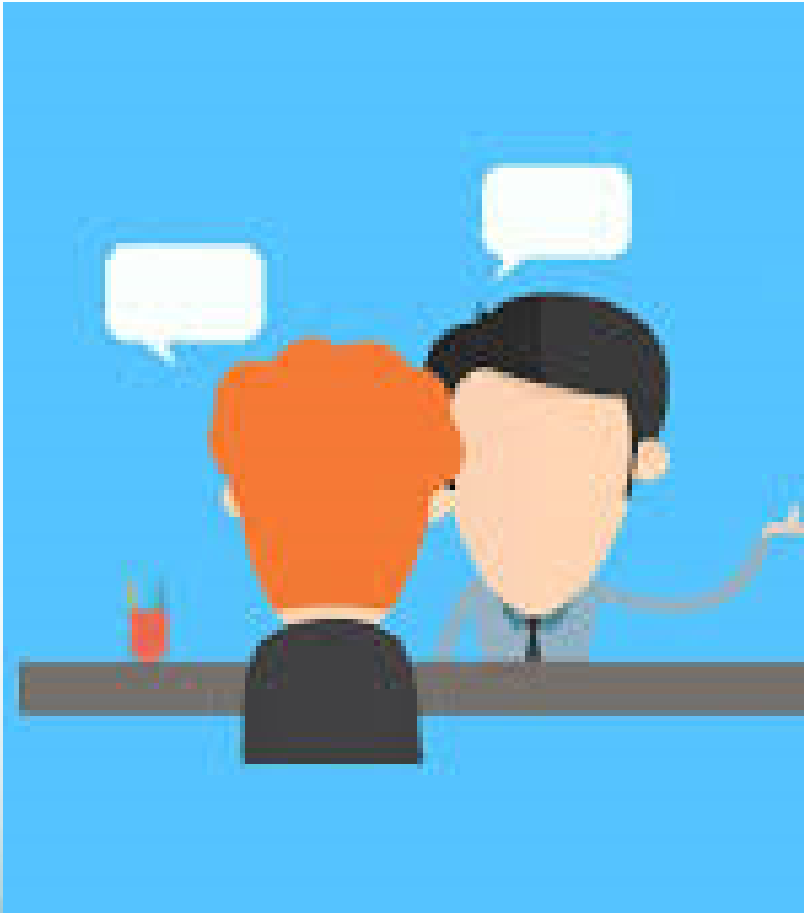
“Giving”

- ✓ It is a gift
- ✓ Withholding is often due to fear
- ✓ Withholding fails to nourish the relationship and disempowers the receiver
- ✓ Beware of criticism being disguised as feedback
- ✓ Criticism is often due to defensiveness on the part of the giver
- ✓ Defensiveness impacts on communications, relationships, the team, and mission accomplishment

Rules for Feedback

- ✓ Be descriptive, not evaluative
- ✓ Be specific, not general
- ✓ Directed towards A behavior that the person can do something about
- ✓ Ask for understanding
- ✓ Well-timed
- ✓ Don't bombard or overwhelm
- ✓ Asked for is more useful and accepted than that which is imposed
- ✓ Receiver can check it out with others
- ✓ Direct it to; Not About
- ✓ Own it by saying "I" not "We"

“I” Message (Description)



- Describe the specific behavior
- Describe the tangible effect that behavior has on you or the organization
- Describe how you feel (Not Think) in feeling terminology.

Tips For Responding to Feedback

“Receiving”

- ✓ Focus on self as the receiver
- ✓ Be aware of myself, my defenses, and filters
- ✓ Check my listening
- ✓ View feedback as an opportunity
- ✓ Seek feedback
- ✓ Be flexible and open to change

Offering Feedback

Ask permission / Well Timed / Not Bombarding / Caring

“I” Message

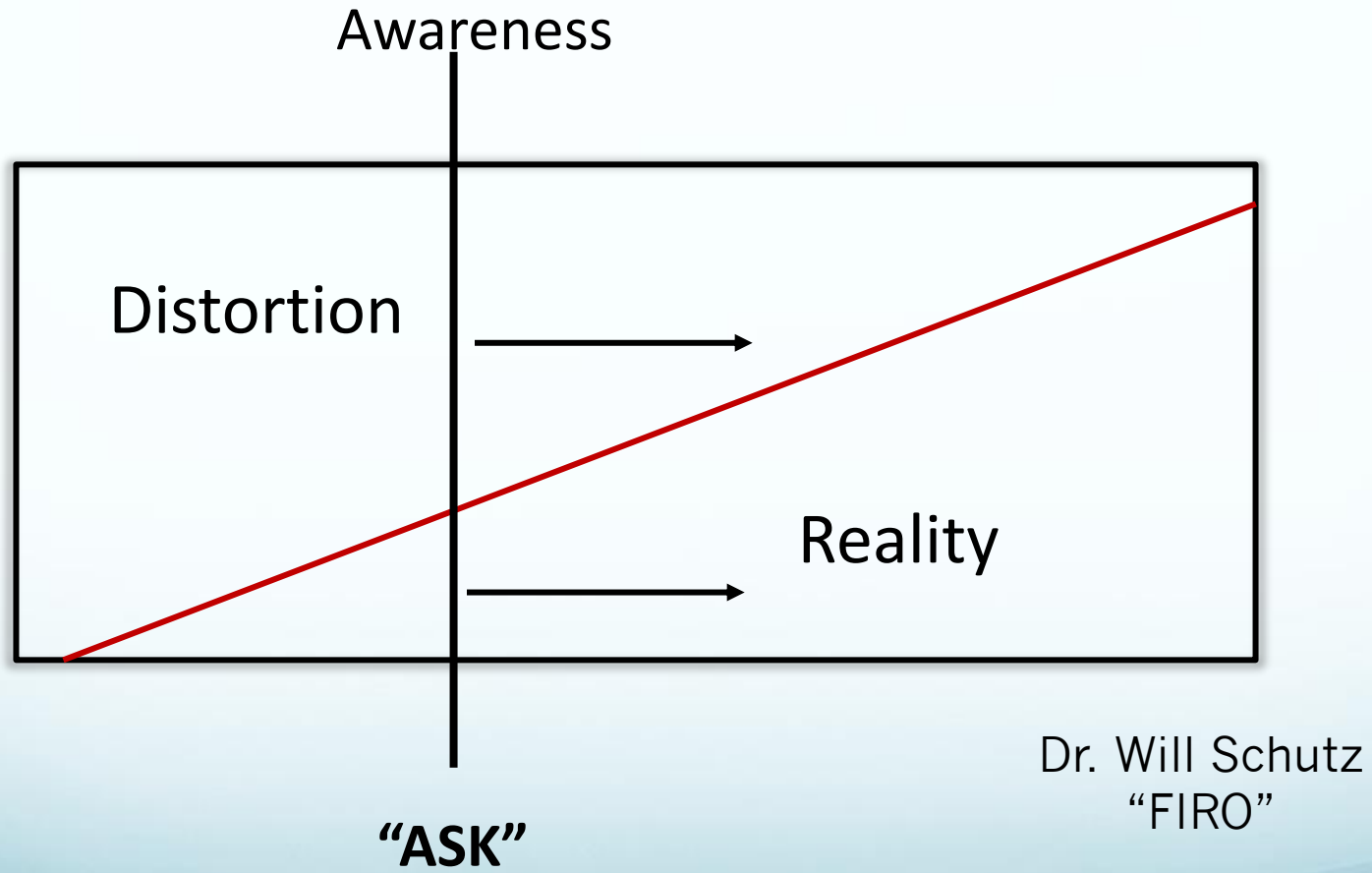
1. Describe the Behavior (Not the Person)
2. State the Impact the behavior has on “me” or the “relationship”
3. How I feel (in feeling words)

Receiving Feedback

“Thank You”



“POP” Model



Dr. Will Schutz
“FIRO”

Let's Take A Short (10 Min)

BREAK



Please be back at: